

Report File  
10  
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Log

Date: September 16, 1974

Project No.: A-1673

Project Director: **Edwin A. Bethea**

Effective October 1, 1974 Estimated to run until January 31, 1975

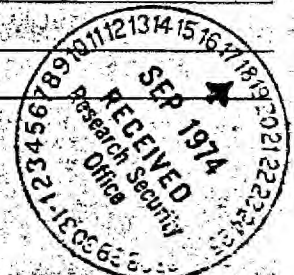
Type Agreement: Industrial Dev. dtd 8-8-74 Amount: \$ 15,000

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ENGINEERING EXPERIMENT STATION  
PROJECT TERMINATION

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2/25/76

Date: February 25, 1976

Project Title: A Feasibility Study for the Establishment of a National Cultural Center  
at Tuskegee, Alabama

Project No: A-1673

Project Director: E. A. Bethea

Sponsor: City of Tuskegee

Effective Termination Date: 12/31/75 (Agreement Expired)

Clearance of Accounting Charges: N/A - all funds expended

Grant/Contract Closeout Actions Remaining:

**Final Invoice ASAP**

Assigned to: Economic Development Laboratory

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# ***A NATIONAL CULTURAL CENTER AT TUSKEGEE, ALABAMA***

## ***A Feasibility Study***



A NATIONAL CULTURAL CENTER AT TUSKEGEE, ALABAMA

A Feasibility Study

*This technical assistance study was accomplished by professional consultants under contract with the Economic Development Administration. The statements, findings, conclusions, recommendations, and other data in this report are solely those of the contractor and do not necessarily reflect the views of the Economic Development Administration.*

Industrial Development Division  
ENGINEERING EXPERIMENT STATION  
Georgia Institute of Technology  
Atlanta, Georgia 30332  
December 1975

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## Foreword

Innovation in the creation of community attractions is a rare thing. The concept of creating a National Cultural Center at Tuskegee, Alabama, based upon the identification of Tuskegee Institute as a National Historic Site, has had some interesting overtones. This report was prepared for the City of Tuskegee to evaluate the possibilities of establishing such a Center and to identify those elements which would comprise such a project.

The overall direction of this project was the responsibility of Edwin A. Bethea, in association with Robert B. Cassell. Substantial contributions to a number of chapters were made by Winfred G. Dodson, Donald E. Lodge, and Ronald E. Cornman.

This report could not have been completed without the cooperation and assistance of numerous public officials and interested citizens of Tuskegee. Appreciation also is expressed to the Economic Development Administration, which made this study possible under Grant 04-06-01242.

As is always the case, comments and suggestions relative to the content of this report will be welcome.

Ross W. Hammond, Chief  
Industrial Development Division  
ENGINEERING EXPERIMENT STATION

## Summary

A program to establish a National Cultural Center at Tuskegee can be successful if a number of elements are incorporated into the project and aggressively supported. To be feasible, in this sense, the project will have to involve several phases, some of these undertaken simultaneously.

No attempt was made in this study to determine costs of the respective stages, such as construction, rehabilitation, and extension of services. These cost elements would have to be determined after the program is finalized.

(1) Definite procedures should be outlined, fixing responsibility for the total development and identifying those principal agencies which will have supportive roles. It appears desirable that the city undertake the lead in this effort, making the director of its Economic Development Department the staff agent for accomplishing certain steps.

The Bicentennial Committee, the Tuskegee Chamber of Commerce, and Tuskegee Institute all must have definite assignments in this effort. The City Commission should act as the coordinating element.

(2) Plans should be made for initiating specific elements and sources of funding should be identified. Refurbishing and restoration of antebellum homes might be undertaken by the city through federal Community Development funding assistance. Archeological exploration to identify Indian sites should be sought through the state archeological agency.

(3) Plans for the central Visitors' Center with displays, panoramas, and illustrated tours should be initiated immediately. It is recommended that the Visitors' Center be located on State Highway 81, as close to the interchange with Interstate Highway 65 as possible.

This Center would include, initially, a museum collection of memorabilia and related displays. It would also be the center for the preparation of formal tours, listing for visitation those homes not in private possession, and similar central-source information.

(4) A brochure describing Tuskegee's unique heritage should be prepared and widely distributed. Collection of information and illustrations, publication arrangements, and plans for distribution will require concerted efforts.

(5) Designation of a historic district to preserve and protect the antebellum home area is urgently needed.

(6) Revitalization of the downtown commercial area, with a motif which will reinforce the National Cultural Center theme, is highly essential (see also "Downtown Improvements" below). This project might be undertaken in connection with Bicentennial activities.

(7) The possibility of creating package tours which would incorporate Atlanta and Montgomery points of interest and generate a wide appeal to audiences interested in the Black history aspects needs to be explored. It can be successful only if step (4) above is completed.



(8) Consideration should be given to initiating an event such as a pageant, community display, special anniversary or historical celebration which would both generate considerable publicity and serve to attract visitors.

(9) Immediate steps should be taken to expand Tuskegee's sewer service, both sanitary and storm, and to upgrade certain thoroughfares and streets. Plans have been developed for such projects.

#### Downtown Improvements

Tuskegee's downtown needs improvement economically and physically. As the community's commercial center, it is a major element creating an impact which the city's appearance leaves with visitors. Tuskegee's downtown does not offer a good appearance, and its commercial operations appear to be marginal. Local residents and students apparently do most of their shopping in other nearby cities.

Improvement will require coordinated effort by various groups, both public and private, and the following steps should be taken in order to upgrade the central business district. Some action can be carried out immediately, but others will require a longer period of time.

- (A) Immediate actions which require little cost include
  - (1) Institute a program of regular store display window washing.
  - (2) Institute a program of regular landscape maintenance in the square's Central Park.
  - (3) Paint lines delineating parking spaces and pedestrian crosswalks.
  - (4) Increase the number of waste receptacles to one per block.
  - (5) Install new street name signs.
- (B) Short-range actions requiring from one to two years include
  - (6) Develop an architectural design committee to oversee downtown redevelopment plan.
  - (7) Undertake a downtown redevelopment plan including a reevaluation of the existing Civic Center proposal.
  - (8) Undertake an economic study of downtown including a consumer attitude survey and review of marketing practices.
- (C) Long-range action calls for the implementation of those proposals arising out of downtown studies enumerated above.

## INTRODUCTION

### Purpose

This study, requested by the City of Tuskegee, was designed to investigate the feasibility of and procedure for establishing a National Cultural Center at Tuskegee, Alabama.

With the designation of Tuskegee Institute as a National Historic Site by the Congress of the United States, it appeared that Tuskegee might emphasize its historical and cultural importance to the nation. For the purpose of this report, feasibility requires the consideration of whether the ethnic artifacts and other relics in the Tuskegee-Macon County area are sufficient and have enough cultural significance bearing upon the development of the city and of Tuskegee Institute to stimulate tourist activity in Tuskegee. Further, it involves evaluating local leadership and enthusiasm on the part of local citizens, which might result in further commercial development, and the roles of these factors in the development of the project.

In order to accomplish this analysis, the Industrial Development Division of the Engineering Experiment Station at Georgia Tech was requested to:

1. Inventory the existing natural and cultural resources in the city of Tuskegee and Macon County.
2. Identify the types of commercial developments which could be generated in conjunction with the establishment of the Cultural Center.
3. Determine the adequacy of public facilities and environmental needs and recommend needed improvements.
4. Identify existing linkages between the city of Tuskegee and Tuskegee Institute and make suggestions, where necessary, as a means for developing or strengthening those linkages.
5. Examine existing legislation and suggest additional legislation at the local level which might be needed.

### Concept

"National Cultural Center" describes an umbrella-type concept that would bring together the local contributions from various institutions, agencies, groups, and individuals. These are the community sources which can identify, preserve, and maintain tradition, historical and cultural monuments, relics, sites, and documents.

The Industrial Development Division accepted the term "National Cultural Center" for descriptive purposes in order to establish a concept, providing a means for all parties involved to understand the idea of this broad, many-faceted project. In this fashion, it would be possible to identify those relationships which might or must exist in the future, such as the working relationships and responsibilities which involve Tuskegee Institute, the City of

Tuskegee and the state government, in order to make the Cultural Center a functional and operational reality.

The focal point of this concept is Tuskegee Institute as a National Historic Site. The Institute has already developed its master plan; therefore, this analysis focuses on how other cultural and historic elements in the area can be interfaced to enhance Tuskegee as a tourist attraction. This interface, hopefully, will increase the attendance of persons interested in visiting the Institute and the area, thus increasing employment and benefiting the economy of the total community.

#### Project Elements

Chart 1 represents a schematic of the elements including Tuskegee Institute as the National Historic Site and the Tuskegee National Cultural Center, as well as other major components that would increase the flow of tourist traffic.

Tuskegee Institute, because of its designation as a National Historic Site and its widespread reputation, would be the keystone of the project and the Center's primary attraction. The Cultural Center, however, would focus upon and highlight the contributions of all three cultures -- Anglo-American, Afro-American, and Indian-American -- which have influenced the community and the region, offering as broad an appeal as possible.

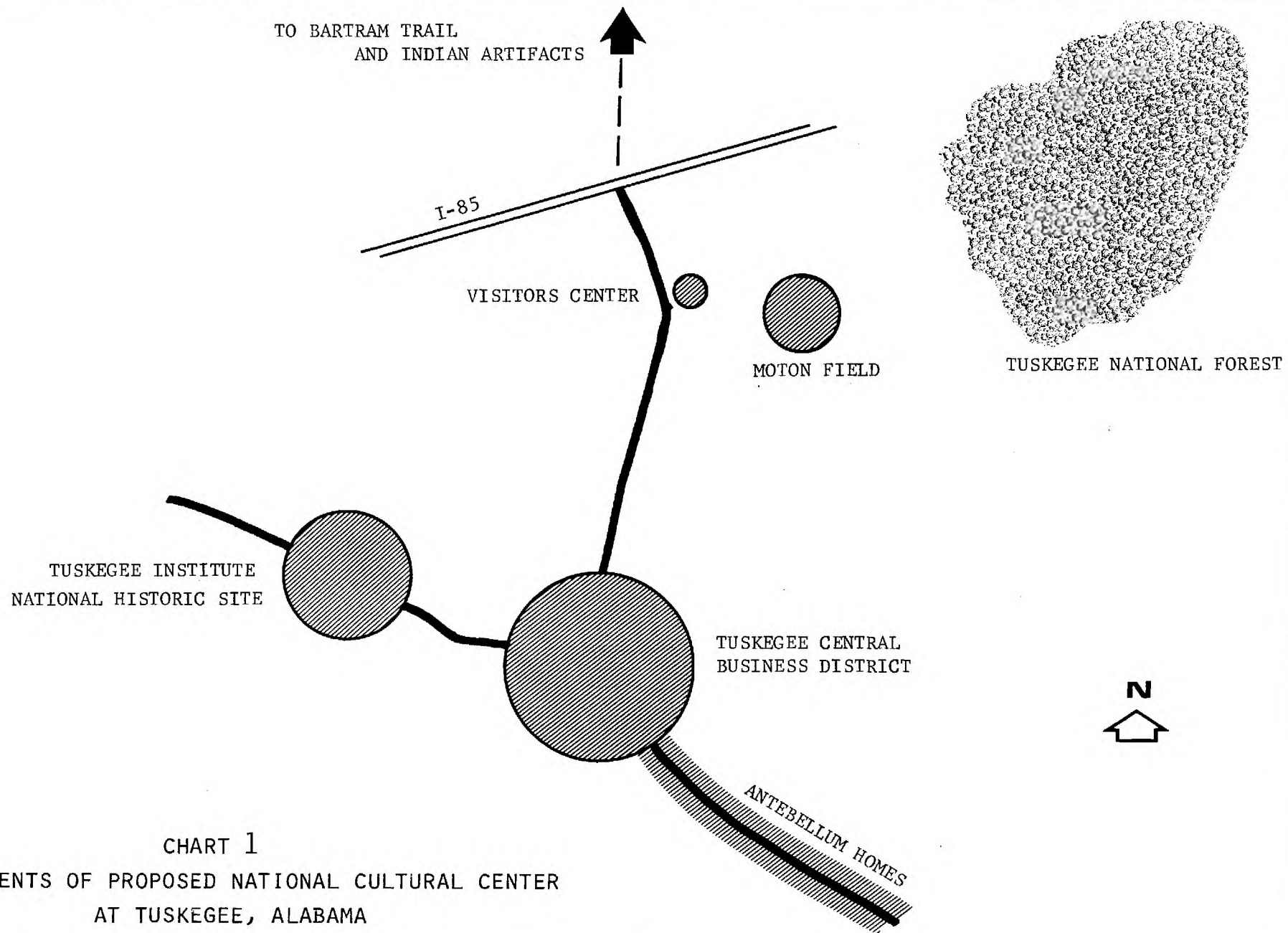
The National Cultural Center concept does not require that all of the historical and cultural attractions be housed in one physical location. However, in order to promote tourism, educational awareness, and additional income for the total community, some type of visitors' center or cultural orientation facility eventually will be required. Consequently, the culminating accomplishment of the project would be the construction of a building to house maps, tour guides, pamphlets, slides, motion pictures, scaled replicas of the area, and eventually a staff to promote Tuskegee's cultural and commercial attributes.

Highlighting the development of Tuskegee from early times to the present, the center would graphically display contributions of all its ethnic inhabitants -- their influences and their interactions -- creating in this setting authentic replicas of the cultures, dramatically highlighting the development of institutions and their historical relationships.

As pointed out elsewhere, this study is not intended to be a brick and mortar cost analysis, but rather an investigation of the concept, identification of the elements involved and ordering of steps to be taken in establishing a National Cultural Center.

The prime location for the Visitors' Center would be an area exposed to the traffic which comes off Interstate Highway 65 at the interchange with State Highway 81. The structure could be located along the highway near to Moton Field Road or adjacent to the entrance to the Tuskegee Industrial Park closer to the city limits.

Initially, the Visitors' Center would consist of about 1,000 square feet with display cases of historic memorabilia and panoramic scenes mounted on the



walls. It would provide public rest facilities. As the National Cultural Center grows in attractions and attention, additional space would be added to the structure to provide separate rooms as artifacts and related items are collected depicting the various cultures which have influenced Tuskegee.

## BACKGROUND OF THE AREA

### Geographic Location

Tuskegee is located in east-central Alabama, 40 miles east of Montgomery and 51 miles west of Columbus, Georgia. (See Vicinity Map.) It is served by Interstate Highway 85 and U. S. 80.

Atlanta is 133 miles northeast via I-85. Other nearby metropolitan areas are Birmingham, Alabama (134 miles), Mobile, Alabama (216 miles), and Pensacola, Florida (200 miles).

### History<sup>1/</sup>

What is presently Macon County was once part of the land comprising the Creek Nation. It was favored by these people because it offered bountiful game, many "sweet" water streams, rich agricultural lands, great forests, and an agreeable climate.

The Creek Nation established a town at Atassi (or Autossee), and the western portion of Macon County was relatively heavily populated by the Indians. Two battles during the Creek War were fought in the county, at Calabee Creek on January 27, 1813, and at Atassi on November 29, 1813.

As the European settlers moved into this territory, white adventurers appeared to trade and, in some cases, live among the Indians. Some black freemen also were living with the Creeks during this period. The most renowned product of the resulting racial intermarriage was Osceola, the Seminole chief. Of Indian, black, and white ancestry, Osceola was born at a site along the Euphabee Creek some four miles north of the city of Tuskegee.

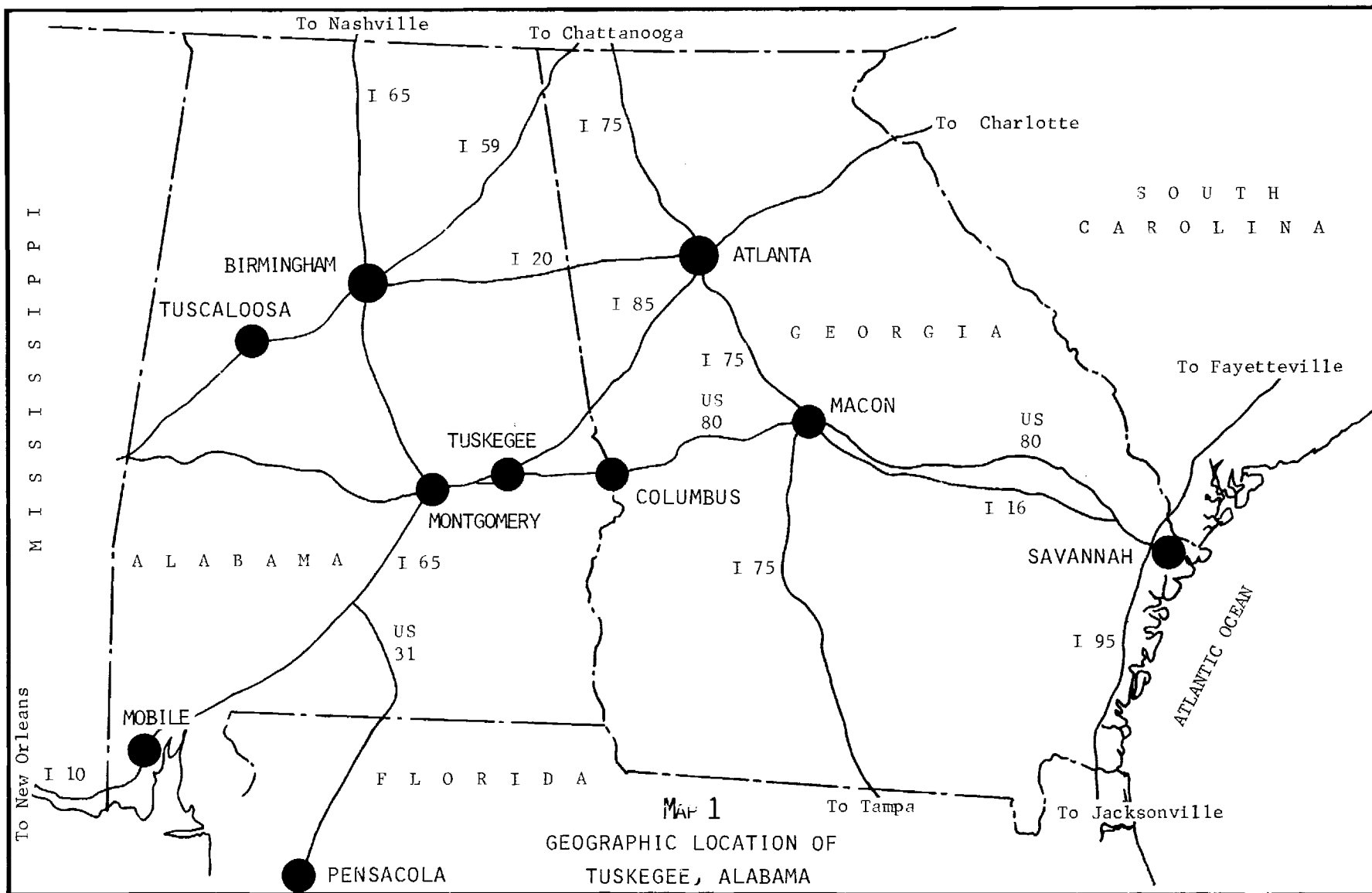
Eventually, the intrusion by the whites reached a point where the Creeks saw their way of life endangered, and they attempted to halt it. But the U. S. government opened the land to settlement in 1830. A relentless policy of extermination greatly reduced the Indian population, until finally in 1836 the remaining Creeks were removed to Oklahoma.

Macon County was created in 1833, named in honor of Nathaniel Macon, a Revolutionary War soldier. The county is located in the Coastal Plains, with elevations ranging from 200 to 500 feet above sea level.

The county seat, Tuskegee, was laid out in 1833. It originally was the site of a fort, first settled in 1763. After the territory was ceded to England by the French, the British took the fort over. General Andrew Jackson wrested it from the British in 1813.

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<sup>1/</sup> Based on data contained in the "Plan of Historic Preservation for the City of Tuskegee, with Special Emphasis on Tuskegee Institute," Alabama Historical Commission and the Tuskegee Institute, undated.



The antebellum period saw Tuskegee prosper as plantations were established and flourished on the rich soil. Merchants followed the influx, along with lawyers, doctors, and other professional persons and tradesmen. The city grew, and in the mid-1840's, a number of schools were opened to train the area's youth. The War Between the States brought an end to the old way of life, but education has continued to play an important role in the economy of the city, due to the establishment of Tuskegee Institute.

Tuskegee Institute was founded in 1881 by an act of the General Assembly of Alabama. The slaves in the Tuskegee area were familiar with the white educational facilities and saw their importance. Thus, it was not surprising that soon after the Emancipation, a mulatto son of a local white planter set up a trade school for blacks. Later, this same man, Lewis Adams, teamed up with George W. Campbell to push the enabling legislation and appropriation for Tuskegee Institute through the Alabama legislature.

### Economic Base

Agriculture is still the base of the south central Alabama region (Bulloch, Butler, Crenshaw, Lowndes, Macon, and Pike counties).<sup>2/</sup> But in Macon County itself, the economy is most dependent on government and education. (See Table 1.)

The Veterans Administration Hospital is the largest single employer in the county with some 1,300 employees, and Tuskegee Institute is the second

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Table 1  
MAJOR EMPLOYERS IN MACON COUNTY, 1974  
(Rounded to nearest 50)

U. S. Veterans Administration Hospital	1,300
Tuskegee Institute	1,250
County and City Government	1,100
Retail Trade	500
Other Services <sup>1/</sup>	400
Manufacturing	300
Finance, Insurance and Real Estate	150
Contract Construction	100
Wholesale Trade	100
Transportation and Other Public Utilities	50
Total Employment	5,250

<sup>1/</sup> Excludes V. A. Hospital, Tuskegee Institute, and government.

Source: Based on U. S. Department of Commerce, County Business Patterns, 1972, with data for 1974 on the city, county, and Tuskegee Institute provided by Economic Development Office, City of Tuskegee.

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<sup>2/</sup> South Central Alabama Development Commission, Land Use, Areawide Plan, Montgomery, Alabama, June 1973, p. 69.



largest with 1,250 on the payroll. County and city government, including Model Cities and the public school system, constitutes the third largest employer, having 1,100 employees.

Smaller sectors of Macon County's economy are retail trade with 500 jobs, other services with 400 employees, and manufacturing with a payroll of some 300.

Certain of these segments appear to be growing substantially in Macon County. Services, for example, posted the largest gain in employment between 1962 and 1972. (See Table 2.) In 1972, services constituted 58% of total nonagricultural employment, exclusive of federal civilian employment, which ranked second. In this context, services includes Tuskegee Institute as well as employment in motels and hotels, health and medical services (except the V. A. Hospital), and business and personal services.

Retail trade was the third largest employment sector in 1972 (493 jobs) and showed the second largest gain in additional jobs during the 1962-1972 period: 89. Within the retail category, the largest gain has come in eating and drinking establishments, 39 jobs. Food stores posted the second largest increase, 23, and general merchandise stores (variety or dime stores) showed the only loss in the retail group.

Manufacturing, which accounted for 307 jobs in 1972, had an absolute loss of 81 jobs between 1962 and 1972. Whether this sector can regain its former position in the economy of the county will depend on the efforts of the city's economic development program and on the ability of those firms which are established locally or attracted from outside the area to compete and expand.

The long-term decline in agricultural activity is notable. The number of farms in Macon County decreased from 3,374 in 1940 to only 898 in 1969, the latest year for which data are available, representing a 73.3% drop. The total farm acreage also decreased, by 13.8%, from 260,000 to 224,000. In 1969 there were 767 farm operators, compared with 3,117 in 1940.

The number of hired farm laborers working 150 days or more in 1969 amounted to 149, a 42% drop from 1964. Comparable data for laborers working fewer than 150 days are not available for 1964, but in 1969 there were 595.

These declines in the number of farms, farm operators, and workers have been in no small part responsible for the population outmigration from Macon County over the past three decades.

### Population

The population of Macon County, as Table 3 indicates, has been on the decline since 1950, with a decrease of 5,700 since 1950. This loss is directly attributable to the decline in the number of farms in the county, coupled with the attendant decrease in the need for farm workers because of the mechanization of the larger remaining farms.

The population of the city of Tuskegee, on the other hand, has been increasing since 1940. (See Table 4.)

Table 2

## NONAGRICULTURAL EMPLOYMENT, MACON COUNTY, MID-MARCH 1962 AND 1972

	Rank by Number of Employees, 1972	1962	1972	1962-72 Change		Sector % of Total <sup>2/</sup> Employment	
				No.	%	1962	1972
Services <sup>1/</sup>	1	893	1,651	758	84.9	46.3	58.1
Federal Civilian Employment	2	N. A.	1,355	N. A.	N. A.	N. A.	N. A.
Retail Trade	3	404	493	89	22.0	20.9	17.4
General Merchandise		(50)	(37)	(-13)	(-26.0)	-	-
Food		(100)	(123)	(23)	(23.0)	-	-
Auto Dealers & Service Stations		(95)	(113)	(18)	(18.9)	-	-
Gasoline Service Stations		(47)	(52)	(5)	(10.6)	-	-
Apparel & Accessories		(23)	(30)	(7)	(30.4)	-	-
Eating & Drinking Places		(64)	(103)	(39)	(60.9)	-	-
Miscellaneous Retail Stores		(25)	N. A.	N. A.	N. A.	-	-
Manufacturing	4	388	307	-81	-20.9	20.1	10.8
Finance, Insurance & Real Estate	5	61	144	83	136.0	3.2	5.1
Contract Construction	6	73	120	47	64.4	3.8	4.2
Wholesale Trade	7	39	81	42	107.7	2.0	2.9
Transportation & Other Public Utilities	8	72	42	-30	-41.7	3.7	1.5
Agricultural Services, Forestry, Fisheries		D	D	D	D	D	D
Total Including Federal Civilian Employment		N. A.	4,193	N. A.	N. A.	N. A.	N. A.
Total Excluding Federal Civilian Employment		1,930	2,838	908	47.0	100.0	100.0

<sup>1/</sup> Includes colleges and universities, medical and other health services (except federal hospitals), personal services, hotels and motels; does not include government services.

<sup>2/</sup> Excludes federal civilian employment.

D - Withheld to avoid disclosure of data for individual firms.

Source: U. S. Department of Commerce, County Business Patterns, March 1962, March 1972.

Table 3

## MACON COUNTY POPULATION GROWTH AND DECLINE, 1940-1970

<u>Year</u>	<u>Total</u>	<u>% Change from 1940</u>
1940	27,654	-
1950	30,561	+10.0
1960	26,717	-12.6
1970	24,841	- 7.0

Source: U. S. Census of Population.

Table 4

## TUSKEGEE POPULATION GROWTH, 1940-1970

<u>Year</u>	<u>Total</u>	<u>% Change from 1940</u>
1940	3,937	-
1950	6,712	+70.4
1960	7,240	+ 7.9
1970	11,028	+52.3

Source: U. S. Census of Population.

A change in the method of reporting college students accounts for a major portion of the increase shown between 1940 and 1950.<sup>3/</sup> And the sizable gain in the city's population between 1960 and 1970 was the result of an annexation of part of the county. Thus, in effect, these gains represented no new people or households within the trading area.

While the exact number of additional people who actually moved into the city (as opposed to those who were annexed) between 1960 and 1970 is unknown, it was no higher than 814, which was the increase posted by the Tuskegee-Milstead Census Division, of which the city is a part. Assuming the increase to be 800, the 1970 population for the pre-annexation portion of the city was 8,040, for a gain of 11.0% between 1960 and 1970.

To accurately analyze the population changes which have taken place in the county and city, it is necessary to divide the population of Macon County into three segments: the student enrollment at Tuskegee Institute, the

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<sup>3/</sup> The 1940 Census of Population reported college students by place of permanent residence. In all subsequent census reports, college students have been counted by place of college residence.

remainder of the city of Tuskegee, and the remainder of the county, as shown in Table 5. This analysis of the population shows:

1. The gain per decade in the enrollment at Tuskegee Institute has been slowing, being very slight since 1960.

2. The population in the remainder of the city (after adjusting for the population gained in the annexation of the 1960's) increased by about the same number during the 1960's as it did during the 1940's; in fact, there has been no tremendous population growth as such in the city.

3. The population in the remainder of the county continued to decrease during the 1960's, but at a slower rate than during the 1950's.

Table 5

POPULATION AND ENROLLMENT CHANGES,  
TUSKEGEE INSTITUTE, TUSKEGEE, AND MACON COUNTY, 1940-1970

<u>Year</u>	<u>Tuskegee Institute Enrollment</u>	<u>Remainder of the City</u>	<u>Remainder of the County</u>	<u>Total Macon County</u>
1940	1,422	3,937	23,717	29,076 <sup>1/</sup>
1950	2,170	4,542	23,849	30,561
1960	2,740	4,500	19,477	26,717
1970	2,918	5,122 <sup>2/</sup>	16,801 <sup>2/</sup>	24,841
<u>Numerical Change</u>				
1940-50	748	605	132	1,485
1950-60	570	- 42	-4,942	-3,844
1960-70	178	622 <sup>2/</sup>	-2,676 <sup>2/</sup>	-1,876
<u>Percent Change</u>				
1940-50	52.6	15.4	0.6	5.1
1950-60	26.3	- 0.9	-18.3	-12.6
1960-70	6.5	13.8 <sup>2/</sup>	-13.7 <sup>2/</sup>	- 7.0

<sup>1/</sup> Total adjusted from 1940 Census of Population (27,654), which showed college students by place of permanent residence. In 1950 and later censuses, college students have been counted by place of college residence.

<sup>2/</sup> 1970 figures adjusted to eliminate the estimated effect of the annexation.

Source: U. S. Census of Population.

## EXISTING ATTRACTIONS AND FACILITIES

### Major Existing Attractions

It would appear that visitors are presently attracted into the area largely because of Tuskegee Institute and the historical association of George Washington Carver and Booker T. Washington with the Institute. The designation of the Institute as a National Historic Site will increase the potential of attracting additional visitors from areas both in and outside the southeastern region. The Institute will continue to be the leading attraction in the Tuskegee area because of its widely renowned accomplishments, its contributions to the growth of the area, and the nationally known individuals identified with it.

The National Historic Site includes Grey Columns (the Alexander-Varner house), the Oaks (Dr. Washington's home), the Carver Museum, and a 50-acre area on the older part of the Tuskegee Institute campus. At present, the Carver Museum is the only attraction in the community which also gives the visitor any interpretation of what he is seeing. Eventually, the National Park Service will operate a visitors' center at Grey Columns which will provide interpretation regarding the history and significance of physical sections of the Tuskegee campus.

A second existing attraction is the Tuskegee National Forest. Located east of Tuskegee on U. S. Highways 80 and 29, this 11,000-acre forest contains eight camp sites and six picnic sites. It also contains a memorial cabin to Booker T. Washington, constructed of logs, boards, and stones from his birthplace in Franklin County, Virginia. This structure is a replica of the slave cabin in which Dr. Washington was born.

A third attraction is the group of antebellum homes and business structures to be found in Tuskegee. There are 13 commercial structures on the square and 43 houses in or near Tuskegee which have been identified as antebellum, including Grey Columns.<sup>1/</sup> These antebellum buildings and residences, as they presently stand, do not constitute an item of interest to other than those visitors having an extreme interest in historical architecture.

Although most of the antebellum homes appear to be in relatively good condition on the outside, there are some exceptions. Most notably, restoration work is needed on the Thompson, Torrance, and Drakeford houses and the city-owned Lamar and Abercrombie houses.

### Other Potential Attractions

Moton Field, the site of the first U. S. Army Air Corps facility to train black pilots, has been suggested by some residents of Tuskegee as a possible tourist attraction. An inspection of this facility revealed that substantial

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<sup>1/</sup> Alabama Historical Commission and Tuskegee Institute, "Plan of Historic Preservation for the City of Tuskegee, with Special Emphasis on Tuskegee Institute," undated, pp. 14-17.

funds would be required to renovate and equip a portion of this field as a museum to commemorate the activities of the 99th Pursuit Squadron. As with most museums, an entrance fee would not cover total costs of acquisition, renovation, equipment, and operation -- contributory support from foundations or sustaining memberships would be required.

At the present, Tuskegee Institute uses the large wooden barracks building for overnight lodging, as an adjunct to the Dorothy Hall Guest House, and one of the two brick hangars is being used as a veterinary research laboratory. To properly present the Moton Field story, at least the wooden barracks building would have to be included in the restoration along with one hangar.

All of the above existing or developable attractions relate to either the white or the black cultures of the area. A third culture which has been discussed by residents of Tuskegee for possible inclusion in a National Cultural Center is that of the American Indian. Four items have been suggested as possible components from the Indian culture: the birthplace of Chief Osceola, the Indian battlegrounds, the Sub-Indian Agency, and Indian mounds. At present there is nothing concrete for the visitor to see in relation to any of these.

Mrs. Florida Segrest has identified the general location of the birthplace of Chief Osceola and of the battles of Atassi and Calebee.

The only American Indian site in the county which has received any significant archeological<sup>2/</sup> work is the Atassi area. David Chase did this work while with the Montgomery Museum of Fine Arts. His work is unpublished, and artifacts which were unearthed are housed at the University of Alabama in Birmingham. There were two small Indian villages at Atassi which were raided by General Floyd in 1813. At least one Indian mound is located there. The state archeological office has recommended this as the prime site for restoration work in the county, because house and burial sites could be opened. That office also indicated that the area needs to be protected from looters and treasure hunters, as it is in danger of being plundered by persons untrained in archeology who would leave no written record of their findings.

A second Indian site which has potential as a tourist attraction, though no archeological work has been done, is the Big Tulsa Creek area. Located near Hornady, this was the site for a prehistoric Indian village which is estimated to have been in existence roughly at the time of Christ. It is reported as the site of a Creek village and includes two burial mounds from that period. The larger mound is some 20 feet high by 650 feet in circumference and the lesser is some three feet in height by an unspecified circumference.<sup>2/</sup>

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<sup>2/</sup> Information on past archeological work in Macon County was provided by David De Jarnette, Alabama State Archeologist, Moundville, Alabama, and Ned Jenkins, Staff Archeologist, in telephone conversations held on January 20 and 22, 1975.

The third Indian site is the area where the Battle of Calebee was fought. General Floyd was defeated there during the Creek War of 1813-1814.<sup>3/</sup>

There are two sites in Macon County which belong to the frontier period: Fort Decatur and Fort Hull. Fort Decatur, which could be restored as the earthworks are still readily visible, is located near Millstead (in the general vicinity of the Village and Battle of Atassi). This fort, built in March 1814, was a supply point for General Stonewall Jackson during the Battle of New Orleans, and housed the Third U. S. Infantry, under the command of Colonel H. B. Milton. So far as is known, the fort never figured in the Creek wars.

Fort Hull was located near the site of the old Fort Hull Church and School. The fort was built sometime between November 1813 and January 1814. It was named for a hero of the War of 1812, who had been a commander on Lake Erie. General Thomas Woodward, then a sergeant, was garrisoned there.<sup>3/</sup>

At best, the Indian culture might be included in a small area within the Visitors' Center for the National Cultural Center. Future archeological work could uncover material suitable for an expansion of this display. If some restoration or interpretation were provided at the sites, then visitors might take the time to drive to these sites while in the area.

Another historical feature which might be incorporated into the National Cultural Center is the Bartram Trail. William Bartram was a noted biologist from Philadelphia who traveled through Georgia, Florida, and Alabama in the 18th Century. The trails he charted (probably existing Indian trails in most cases) were utilized by others in moving through and eventually settling the region. In addition to a map and other interpretative material regarding Bartram, his travels, and his journals, which could be included in the Visitors' Center, appropriate markers could be installed along those portions of the present-day roads and highways which follow the original trail.

The early federal roads through Macon County also could be featured in the National Cultural Center in the same manner as suggested for the Bartram Trail. Markers could be installed along portions of present-day roads which follow these early roads to identify them for the visitor.

### Recreational Facilities

Tuskegee and its surrounding area have a generally good recreation resource potential. Development of the Institute's National Historic Site is but a first step in the developmental process.

Local facilities such as parks, playgrounds, and other recreational areas oriented toward serving the city's population probably will have little attraction or impact on increased tourist business. Such city recreation facilities seldom have the potential to serve more than just the local public.

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<sup>3/</sup> Further data on the Battle of Calebee may be found in Halbert and Hall, The Creek Wars of 1813 and 1814, University of Alabama Press, University, Alabama, 1968. Further data on Fort Decatur and Fort Hull may be found in Arrow Points, Vol. 14, No. 1, Alabama Anthropological Society, Montgomery, Alabama.

Future development, preservation, and promotion of the area's history and scenic areas such as Tuskegee National Forest will have an impact because they are larger and more prominent recreational facilities.

Although local recreation facilities apparently will play no role in developing and sustaining a National Cultural Center, they add to a community's livability by providing recreational opportunities and by contributing to a pleasing community appearance. Such recreational amenities as golf courses, parks, playgrounds, picnic areas, and lakes are items found in most communities. However, if their stay in Tuskegee is long enough, some tourists might make limited use of local facilities.

For Tuskegee citizens, availability of the proper mix of recreation facilities and services is important, especially the degree to which the existing recreation program meets their needs. The present degree of adequacy of local recreational facilities is uncertain. The 1968 Tuskegee Land Use Plan<sup>4/</sup> noted a 65-acre deficiency at a standard of one acre of recreation land for each 100 persons, and this deficiency is not likely to be overcome in the near term because of rising land costs, declining municipal revenues, and low priority held by the recreation program.

Lake Tuskegee. Probably the most prominent recreational facility in Tuskegee outside of the Institute's Alumni Bowl is Lake Tuskegee. This facility's role appears limited to providing local citizens with a pleasant picnic area oriented around a body of water.

Lake Tuskegee, which is presently being improved with a Phase I budget of \$108,500, is a relatively small lake of roughly 92 acres. Phase I will see the installation of 22 picnic tables, 30 parking spaces, six small fishing piers, playground equipment, and restrooms. Although this park will serve as a picnic and play area for visitors, it will not draw any sizable number of visitors from outside Tuskegee's normal trade area, due to the small lakeshore involved. Boating will have to be confined to small craft, such as rowboats or similar craft powered by small outboard engines.

Since Lake Tuskegee cannot be expected to become a land and water tourist attraction because of its size and the limitations of its shoreline area, developments around the lake probably should be confined to a public park offering picnic, playground, and similar open-space facilities to the Tuskegee area.

#### Existing City Services

At first glance, it may appear that some elements of community development have little to do with the center's feasibility, yet they combine to create the environment on which future development will be based. The quality of environment resulting from the interaction of these elements will have considerable effect on the probability of success -- hence, the feasibility -- of any future National Cultural Center in Tuskegee.

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<sup>4/</sup> Tuskegee Community Facilities Plan, 1968, Part II, p. 80.



The quality of infrastructure provided by the city will largely determine the physical environment in which the Center will develop. A pleasant environment, in which the city offers a good appearance reflecting civic pride, is far more conducive to the successful growth of the Center and the concurrent tourist influx than one reflecting an obvious lack of civic pride and characterized by a deteriorating community appearance.

This section of the study reviews only those basic elements upon which urban development depends, including city utilities, streets and thoroughfares, and such services as solid waste disposal. It will not examine local schools, fire and police protection, library service, future need for public buildings, etc.<sup>5/</sup>

The city's basic responsibility is to provide facilities and services to its residents, not to tourists or other visitors. However, if the community is properly serving its citizens, it also will be able to provide adequately for tourists and other visitors who may be attracted to Tuskegee. The 1968 Tuskegee Land Use Plan points out the need for adequate public utilities and an improved street system.

City utilities and other services must be able to serve future as well as present growth. The 1968 Plan estimated Tuskegee's 1980 population to be approximately 13,200, while other estimates are 16,220 and 20,450 by 1990.<sup>6/</sup> Whichever estimate eventually proves to be the more precise, Tuskegee must be prepared to serve growth if the city is to encourage and sustain economic growth.

Sewer System. While the city's water system is considered to be more than adequate to serve projected growth between now and 1990, the sewer system will require considerable improvement before it can accommodate growth beyond today's population. Present system deficiencies include insufficient treatment capacity at several of Tuskegee's five oxidation ponds, lack of public sewerage in some areas, and insufficient line diameters in some sections of the city. To correct the situation, two sewage treatment plants, one on the north side and another on the south, have been proposed to replace existing oxidation ponds. Both plants will offer a combined daily treatment capacity of 2.8 million gallons.

Currently, the city has under construction the south sewage disposal plant, and Tuskegee has obtained an EDA grant for facilities planning for the northside treatment plant, proposing to ask for bids soon on this unit. The 1968 Community Facilities Plan Report indicated that only 30% of Tuskegee had public sewerage and that some areas of the city were relying on septic tanks although the soil was not suitable for their use.

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<sup>5/</sup> These facilities and services are examined in Community Facilities Plan, Tuskegee, Alabama, 1968, currently being updated.

<sup>6/</sup> Harry Hendon and Associates, Preliminary Engineering Report for Improvements to the Municipal Sanitary Sewer System, November 1971 (revised April 1973), p. 32.

While the situation has improved somewhat since the 1968 Plan was published, any remaining land uses presently served by septic tanks which can be served by public sewer should be required to connect to the public facilities as additional treatment capacity will permit. Areas which are without sewer service also should have sewerage extended as soon as it is feasible. The current lack of sewerage in the city was estimated by Hendon and Associates at 582 dwelling units. This same report indicated construction was planned for an additional 425 units, which if built would overload another oxidation pond and would put approximately 105 more units in an unsewered area.

Storm sewerage also is a problem in Tuskegee. The city's system reportedly consists of open ditches and gutters.<sup>7/</sup> One of the community's flood-prone areas is its downtown along South and North Main streets. Other areas also are subject to flooding, as a recent HUD study indicates.<sup>8/</sup> Reduction of flooding through improved storm sewerage and by other means is necessary.

Water System. In contrast to Tuskegee's storm and sanitary sewer problems, its water system is in good shape. Several years ago, Tuskegee began using the Tallapoosa River as a raw water source, providing a source relatively superior to the Uphapee Creek previously used.<sup>9/</sup> Development of the city's 4-million-gallon-daily (mgd) treatment plant and raw-water line ensures a sufficient water supply to meet projected growth, especially since the plant can be easily expanded to 8 mgd.<sup>10/</sup> Projected daily consumption by 2020 will total only 2.7 mgd (see Table 6).

Table 6

PROJECTED WATER CONSUMPTION, TUSKEGEE, 1971-2020<sup>1/</sup>

<u>Year</u>	<u>Estimated or Projected Population</u>	<u>Total Daily Consumption (mgd)</u>	<u>% Total Capacity (@ 4 mgd)</u>	<u>% Total Capacity (@ 8 mgd)</u>
1971	13,863	1.6	40.0	20.0
1980	16,220	1.9	47.5	24.0
1990	20,450	2.4	60.0	30.0
2000	21,810	2.5	62.5	31.0
2010	23,325	2.7	67.5	34.0
2020	24,690	2.7	70.0	35.0

<sup>1/</sup> Assumed rate of 115 gallons per person.

Source: Hendon and Associates, Preliminary Engineering Report for Improvements to the Municipal Sanitary Sewer System, p. 32.

<sup>7/</sup> Tuskegee Community Facilities Plan, 1968, pp. 56-57.

<sup>8/</sup> U. S. Department of Housing and Urban Development, Special Flood Hazard Area Map, Tuskegee, Alabama, No. H01-05, August 16, 1974.

<sup>9/</sup> Average flow on the Tallapoosa from 1898-1902 was 5,465 cu. ft./second.

<sup>10/</sup> Hendon and Associates, letter, December 20, 1974.

These data indicate that present plant capacity would be utilized only up to 70% by 2020. If the plant were expanded to handle 8 mgd, only 35% of the total capacity would be utilized.

Correction of water system deficiencies has been largely accomplished, indicating that local leadership has been able to resolve these problems affecting the community's future ability to grow. However, the city may need to replace some existing four-inch lines with six-inch or larger lines in order to provide better fire protection and water service.

Streets and Thoroughfares. An efficiently operating street, or thoroughfare, system is necessary to increase a community's development potential. In the case of Tuskegee, it is important to make road improvements to provide tourist, or visitor, traffic with easy access to the National Historic Site and good visibility of the area.

Tuskegee needs to undertake several street and thoroughfare improvements to provide the potential visitors improved access to the community and its downtown from I-85 and from within the community itself. The community has already explored the possibility of developing an interchange on I-85 at Midway Road to provide additional access, with no encouragement from state officials.

Access to the downtown area along Alabama 81 from I-85 should be relocated in the vicinity of Lane, North Maple, and North Main streets. In this area, Highway 81 jogs at several corners, making it difficult for the visitor to find his way into downtown. The present street alignment also reduces the traffic carrying efficiency. Tuskegee's new thoroughfare plan, reportedly now under way, should explore and propose improved access along Alabama 81.

Solid Waste Disposal. The orderly and regular removal of solid waste from the community's industrial, commercial, institutional, and residential areas has an important impact on the community's appearance and attractiveness, and therefore its economic development potential.

Presently, the community utilizes a 10-acre landfill located near its new industrial park. This facility is considered adequate, at present rates, to serve future community growth. However, because of its proximity to the new industrial park, the landfill should be suitably buffered and screened from the park. Since the two land uses are basically incompatible, inadequate provision to separate them visually could impede future development of the park and the community.

#### Downtown Tuskegee

Tuskegee's downtown area is the community's commercial center, and is also a major factor in the city's overall appearance. Tuskegee's downtown does not offer a good appearance, and its commercial operations appear to be marginal. Discussions with Tuskegee Institute students indicated they conduct most, if not all, of their shopping in other towns, primarily Montgomery and to some extent Auburn; they emphasized that they did not shop in downtown Tuskegee. A visual survey of downtown indicated there was little in the area to attract customers, student or otherwise.

Tuskegee's downtown area is compact. Laid out around the square, it already contains centrally located, ample open space; this general physical form provides a good nucleus around which to design future development. Based on the evaluations presented in the Tuskegee Plan and in other reports, this compactness is a major advantage, one of the few which the downtown offers.

The recent 1973 Areawide Development Plan<sup>11/</sup> sums up Tuskegee's downtown situation: "The central business districts in most of the towns in the region are badly out of date and lack the attractiveness and convenience to compete successfully with new shopping centers. In order to retain or regain their vitality, the central areas will have to remodel and refurbish their businesses; increase ease of access; add convenient off-street parking; and provide such amenities as . . . benches, new street lighting, uniform (store) signs, and easy to use trash receptacles."

The report recommends that commercial core areas be rejuvenated and modernized to provide goods and services on a more competitive basis. To do this, the report states that the following standards should be met: First, a compact development pattern should be encouraged; second, off-street parking should be developed; third, major thoroughfares serving downtown should be improved to provide better access to downtown from all parts of the community; fourth, modernization and rehabilitation of downtown buildings is required. The study also emphasized the need for control of strip commercial development along major thoroughfares to prevent traffic congestion and further blight.

Some of the SCADC findings were confirmed by an earlier study of Tuskegee's downtown area. Called a consumer survey, the 1968 study indicated a definite economic decline resulting from poor exterior and interior store appearance and inadequate parking facilities. Although the survey results did not say so directly, it was implied that poor merchandising methods were also a problem. On the basis of state retail sales to family income ratio, over \$2 million in retail sales are being spent outside Macon County, most likely in retail trade centers of greater size and variety than in Tuskegee.<sup>12/</sup>

The community, then, has a downtown which needs improvement economically and physically if it is to become an asset to the city in appearance and otherwise. Carrying out needed improvements will require coordinated effort by local public and private groups and by various governmental levels outside the community.

During the study team's October visit to the city, a visual inspection was conducted on foot throughout downtown Tuskegee. This inspection largely confirmed observations made in earlier studies, indicating that little had been done, at least physically, to improve the central area.

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<sup>11/</sup> South Central Alabama Development Commission, Areawide Development Plan, Montgomery, 1973, p. 140.

<sup>12/</sup> 1968 Land Use Plan, Part II, p. 11.

Clean display windows were at a premium, with only about 20%-30% appearing to be washed regularly. Downtown streets appeared to be cleaned on a regular basis. Landscaping in the square's Central Park needed regular trimming and other care. Lines delineating pedestrian crosswalks and parking spaces around the square were faded and in need of repainting.

The central area also needs more waste receptacles to encourage less littering; at present, only a few waste receptacles are scattered in the area. The city should adopt a uniform type of sidewalk litter container when it does carry out this improvement, and especially avoid utilization of used 50-gallon oil drums.

Inspection also revealed that the city is using several different types of street name signs. A uniform type of street sign should be adopted.

The economic aspects of the downtown's redevelopment and its future must be concerned with adequately attracting and serving the local market, and not vague expectations of future sales to the tourist market during a few months out of each year. Recent information supplied by the National Park Service indicates that ". . . any potential entrepreneur would need at least 50% of his income from the local community adjoining a small historic site."<sup>13/</sup> Further, being concerned to prevent any adverse effects on the normal operations of the school, "the Park Service will be hesitant to propose or to operate any sizeable programs that will attract large groups of people to the park during the school year."

The implication for local business is clear. It must improve itself and the downtown area primarily to serve a local market and not make improvements in the expectation of serving a tourist market that may, or may not, develop. Improvements in the downtown physical appearance must be done for better service to local citizens, and justified on that basis only. If tourist trade is to be eventually attracted by downtown, it will be because local citizens shop there themselves, are satisfied with what the area offers, and will recommend it to others visiting the community.

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<sup>13/</sup> Letter from Charles P. Clapper, Jr., Regional Park Planner, National Park Service, U. S. Department of the Interior, dated January 6, 1975.

## TOURISM DEVELOPMENT

### Tourist Characteristics

It is highly desirable to identify the kinds of tourists, their characteristics, and particularly the geographic areas from which they may come to the proposed National Cultural Center. Little reliable information on the Tuskegee situation exists. However, drawing from published sources of data on tourism in Alabama and the traveling public in general, certain general conclusions can be reached that apply to a National Cultural Center.

Number. Of all the possible travelers in Alabama, the ones most likely to stop in Tuskegee are tourists who either have already decided to go to the National Historic Site before they left home or are on a planned leisure trip in the general geographic area. They are far less likely to be people passing through the state on business, or those who intend to vacation at coastal beaches, or on camping expeditions.

No published material exists on how tourists choose their stops and destinations. But conversations with people engaged in tourism promotion suggest that there would be very little "impulse" stopping at Tuskegee, except by those already engaged in some form of sightseeing or vacationing.

The number of people who set out to see historical sites is relatively low,<sup>1/</sup> ranking below "passing through" and "visiting friends."

Area. Where travelers in Alabama come from is important for determining the advertising market, identifying the routes of travel, and measuring the consequences of the economic crisis. Most travelers in Alabama have come from Alabama and nearby states.<sup>2/</sup>

Because of the increasing high cost of gasoline and general economic decline, tourists will be taking fewer leisure trips and traveling shorter distances when they do travel. Thus, the proportion of long-range vacationers from the Great Lakes region (the greatest source of tourists outside Alabama and neighboring states) should drop off substantially, and the proportion of Alabamians and residents of neighboring states should increase.

Income. Tourists to Tuskegee who travel by car will be largely in the \$6,000-\$20,000 income range for blacks and the \$9,000-\$15,000 income range for

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<sup>1/</sup> James W. Adams, Earl Ingram, and Rebecca V. Ingram, "Travel in Alabama," Auburn University, December 1974, attributes only 14% of tourists to this category.

<sup>2/</sup> "The Family Vacation Market," Better Homes and Gardens (1972) lists the Southeast as the "home region" in 28% of the cases. The Auburn study (which included all travelers) attributes to the same general region 61% of the total. In both studies, the near Southwest and the Great Lakes regions were next highest. These proportions were accepted in conversations with tourism personnel in Mobile and Eufaula.

whites. If a college student program is developed, of course, that group would have a very much lower income, probably in the \$3,000 range. The retired adults, who will travel largely in bus tours, will probably have incomes in the \$7,000-\$9,000 range.<sup>3/</sup>

Age. Four distinct age ranges can be suggested, three of them already evidenced in visitations to Carver Museum -- school children, retired adults, and families with parents aged 30 to 60. In addition, it may be possible to generate interest from university students and young adults, particularly blacks in the Atlanta-Montgomery-New Orleans region.

No method exists to estimate the proportion of families, of retired adults, of school children, and of college students. If most Tuskegee tourists are "pre-planned" tourists and most pre-planned tourists are families, then the middle-aged tourist (30-60) is probably the largest group of interest to Tuskegee for tourism purposes.<sup>4/</sup>

Race. The market for Tuskegee tourism centered around the National Historic Site will be primarily black (60%-75%). If the community generates an ongoing antebellum program, the percentage of whites could rise. Unless the antebellum program is substantial (several months in duration and numerous homes), the proportion of whites probably will remain low.

#### Projection Components

No single, firm judgment about the strength of the market is possible at this point primarily because of the unstable economic situation. Projections have been made of two possible trends in tourist visitation to Tuskegee: a high projection under optimistic conditions and a low projection under unfavorable conditions.

As indicated in Chart 2, under optimistic conditions, tourist visitations to Tuskegee could increase from 33,000 a year in 1974-1975 to about 52,000 by 1979-1980. On the other hand, unfavorable conditions can limit this increase to a low of 38,000 visitors by end of the decade.

Both projections are based on factors that are beyond the immediate influence of Tuskegee (such as the state of the national economy, the operation of an Alabama Welcome Center, etc.). They do not assess the potential of the Bicentennial Commission's work, or of the development efforts of the commercial sector of the city through new programs of the Chamber of Commerce. Neither of these elements is sufficiently developed at this time for its potential to be assessed. These kinds of internal development, however, form

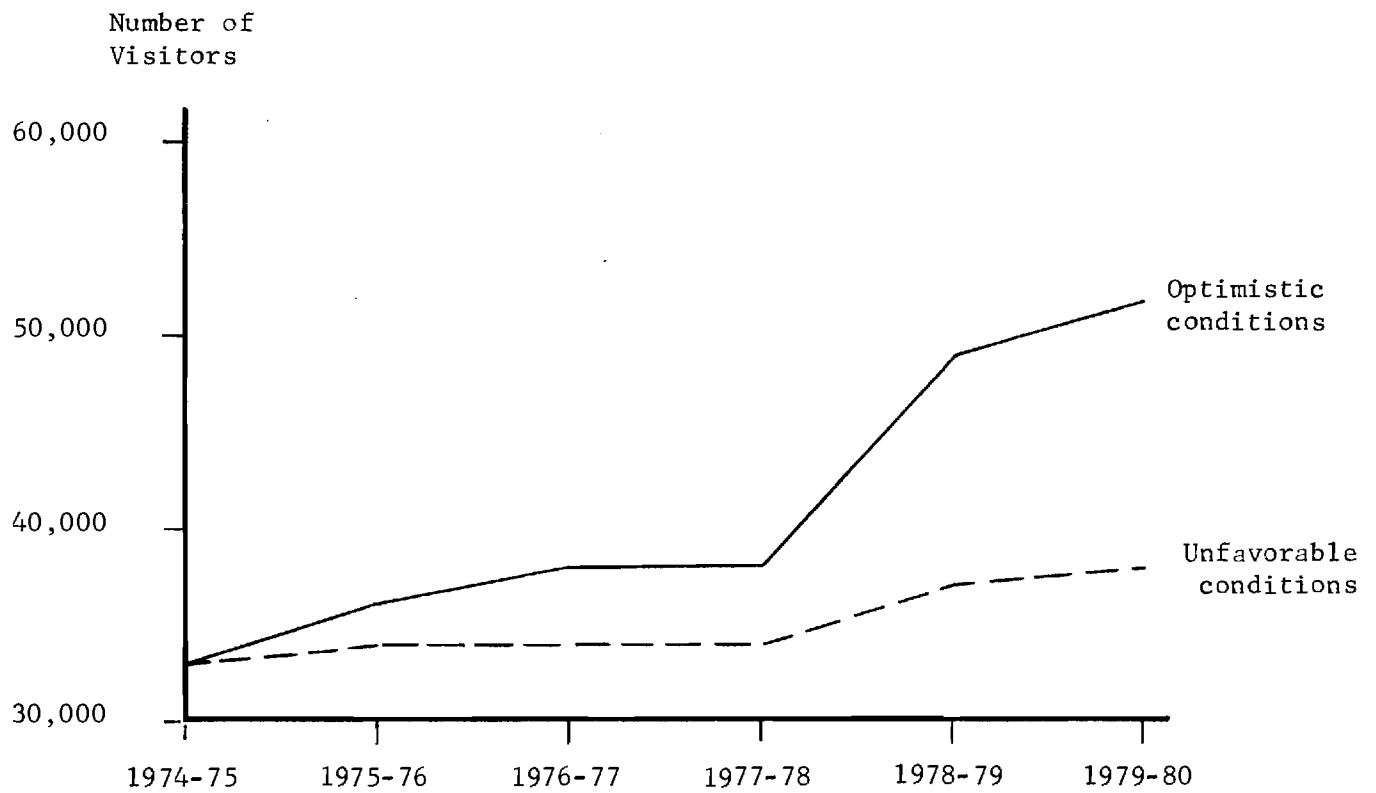
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<sup>3/</sup> The Auburn study indicates that travelers who intended to visit historic sites most often stated their annual income to be \$9,000-\$15,000. They probably are relatively young, college educated, but with limited incomes.

<sup>4/</sup> The Better Homes and Gardens study, covering only family groups of two or more, reported an almost even distribution of age groups from ages 30 to 59, with the heaviest proportion in the 40-49 age range.

## CHART 2

### PROJECTIONS OF TOURIST VISITATIONS TO TUSKEGEE, 1974-1980





part of a broad-scale community development program which can hold the key to future commercial development in Tuskegee.

Five different elements were injected into the market forecasts: the state of the national economy; the opening of the Alabama State Welcome Center on I-85 at the Georgia border; the Bicentennial Celebration in 1976; the official opening of the National Historic Site (no earlier than 1978); and a standard trend, derived from the preceding five years and projected for five years.

The estimates for the effect of the national economy come from a variety of sources -- National Park Service, three state tourist bureaus, and in-house economic analysis. The basis for the Welcome Center influence is derived from data from the Alabama, Georgia, and South Carolina Welcome Center offices. The Bicentennial estimate is largely from in-house sources. The official opening estimate is based on National Park Service data. The projections to 1985 are based upon a study by Molly Brady of the National Park Service.<sup>5/</sup>

Influence of the National Economy. Since tourism is almost entirely dependent on the purchases by visitors from other cities and states, the key factor in this market analysis should be the effect the current recession will have on travelers' desires and abilities to visit Tuskegee. In the absence of reliable statistics on visitations to Tuskegee itself, state and national trends must be used to predict tourist reactions to the recession.

There is conflicting evidence on this score. The National Park Service concludes that people are traveling as much as before, but on shorter trips. The Tourism Division of the Bureau of Economic Analysis of the U. S. Department of Commerce reports the opposite situation, that people are traveling much less but taking longer trips when they do travel. Most current information suggests a zero growth rate for 1974-1975. If present fears of recession and inflation should be relieved, the picture might improve somewhat, but high gasoline costs, nevertheless, will continue to be a very serious constraint on the recovery of tourism. The most serious effect probably will be on the long-distance interstate travel that has made up about half of Alabama's tourism.

Alabama Welcome Center. Within the year, the Alabama State Bureau of Information and Publicity expects to open a Welcome Center along Interstate 85 at the Alabama-Georgia border. The Welcome Center will have the function of promoting and assisting tourism, and the new facility can have an important effect on the number of tourists who reach Tuskegee by informing them of the attractions there.

Bicentennial Celebration. The Bicentennial Celebration in 1976 may direct tourists' attention to Tuskegee, regardless of whether major development of the antebellum restoration and exploration of the Indian sites are carried out. However, no substantial increase in tourism as a result of the Celebration is anticipated.

Official Opening of the National Historic Site. The opening date for the National Historic Site, four years after authorization, is anticipated in 1978,

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<sup>5/</sup> The estimate for 1974-1975 is that supplied by Ms. Brady.

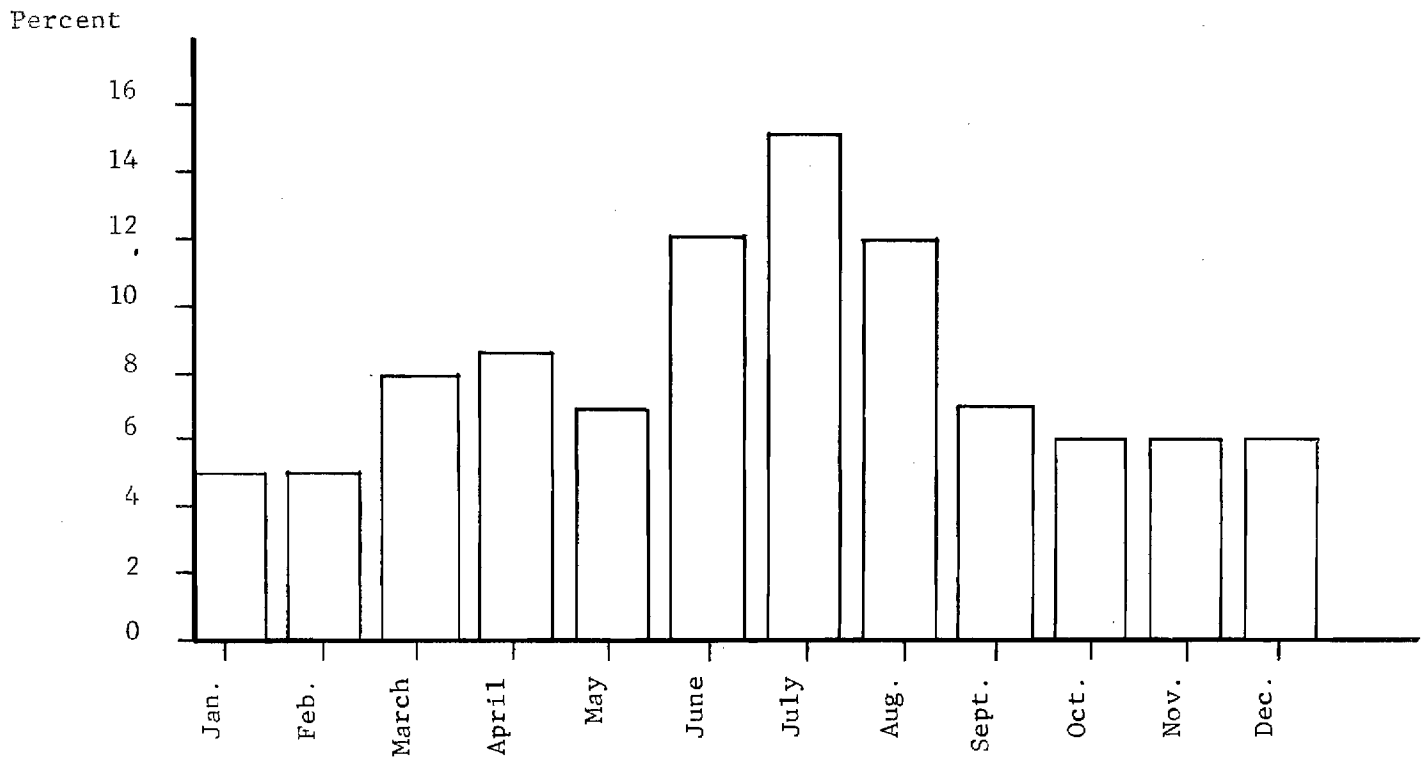
allowing two years for appropriations and the letting of contracts, and another two years for development work.

This official opening will have two significant impacts. It will be the single most important influence on Tuskegee tourism up to that time. Also, unless new facilities are completed, both tourists and Institute personnel will be burdened with inadequate facilities. Thus, the short lead time will not provide public and private sectors a sufficient period of time to get ready and to provide adequate services.

Five-Year Trend. The boom from the official opening of the National Historic Site is not expected to continue, and annual tourist visitations are projected to taper off, unless other activities are programmed.

Because tourism is seasonal, and tourism planning is easier to organize on a seasonal monthly basis, the yearly projections have been divided into months, using historical monthly percentage data on tourism from the state of Georgia, which would appear applicable to the Tuskegee situation. The month-by-month projections are shown in Chart 3.

CHART 3  
MONTHLY PATTERN OF TOURIST ACTIVITY IN ALABAMA  
(PERCENT OF YEARLY TOTAL)



Source: Based upon state tourist data for Alabama and Georgia.

## COMMERCIAL FACILITIES

### Present Facilities

Present commercial tourist services are located both downtown on the square and along the periphery at Interstate 85. The downtown businesses are few in number and low in percentage of sales. Even if no new commercial tourist services were added to the area, the central business district nevertheless would have a critical function in the development of tourism in Tuskegee because of its location between Tuskegee Institute and an excellent section of antebellum homes on South Main Street.

If these homes are developed into tourist attractions and become the major antebellum section of the city, the most direct route from Tuskegee Institute to the South Main homes will be down Old Montgomery Road to Main Street, around the west side of the square and down Old Columbus. The return trip from these homes to either I-85 or U. S. 80 will require passing the square. If the antebellum development along South Main Street is accomplished, traveling through the square will be part of the tourist's experience not only while he is there (with the potential for spending dollars), but also in recollections of the trip, after completion of the vacation.<sup>1/</sup> Since the square is characterized primarily by the businesses along its four sides and feeder streets, this exposure can be important to Tuskegee's tourism.

The 100-room Holiday Inn Motel and two restaurants (the Safari Restaurant in the Holiday Inn and G's Restaurant) provide accommodations in Tuskegee of the quality desired by the traveling public. Retail facilities normally sought out by travelers would include the drugstores, the service stations and garages, the Alabama State Liquor Store, the grocery stores, hardware stores, clothing stores, laundromats, variety stores, taverns, and the indoor and drive-in theatres.

### Commercial Development

The commercial sector in downtown Tuskegee is in a state of no growth, if not in a slow decline. Residents of Tuskegee make an unfavorable comparison between the downtown area today and that area during the mid-1960's. They attribute this situation to the impact of opening I-85 from Montgomery to Auburn in 1967, the commercial boycott in 1968, the development of competitive shopping centers, the advanced age of the white businessmen who own the majority of the square's businesses, the conservative banking atmosphere, the recent national economic slump, the lack of attention to the Institute market, the general lack of management expertise among local small businessmen, and the inability of the Tuskegee public school system to satisfy the requirements of young potential business managers.

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<sup>1/</sup> According to the directors of the highly successful tourist programs in Eufaula, Alabama, a large proportion of new tourists have come on the recommendations of friends who visited in previous years.

All of these factors are interrelated, but those that have their origins in Tuskegee will be the most manageable. The city has a number of young leaders in all quarters, and an opportunity to overcome its economic insufficiencies.

#### Additional Facility Needs

Despite a belief to the contrary, those who have studied tourism recognize that the economic impact from an increase in number of visitors seldom causes any substantial increase in new business enterprises. Rather, the resulting increase is generally one of incremental gains in sales revenue to the existing facilities.

Three major conditions contribute to this situation: (1) the seasonal pattern of visitors does not justify the cost of additional facilities which would sit idle for most of the year; (2) the local expenditure per tourist does not justify additional facilities; (3) most tourists' needs for goods and services can be met by existing facilities, if existing businesses will stock accordingly.

In the preceding chapter, seasonal projections of number of visitors are presented. They show that the bulk of the visitors can be expected during June, July, and August (39% of the annual visitations). A motel room or a seat in a restaurant cannot be economically justified on the basis of potential customers who will utilize that room or seat during but three months of the year. Moreover, an unknown but significant portion of the visitations during most of the remaining months are made by school children who come by school bus, and these groups spend very little in the Tuskegee area.

While data are not available on the local expenditures made in Tuskegee per visitor, some assumptions can be made using available data from other sources. The 1972 National Travel Expenditure Study includes per-person daily expenditure figures for the state of Alabama.<sup>2/</sup> This source provides dollar data on expenditures by travelers while in Alabama, amounting to \$11.56 per person daily. (See Table 7.)

Using the projected attendance figures, adjusted to remove the estimated percent of children who come by bus on school-sponsored field trips,<sup>3/</sup> the annual expenditure extends from an estimated \$152,600 in 1974 to a projected range of \$313,300 to \$538,700 by 1980. (See Table 8.)

To obtain some perspective on the relative impact of these figures on the economy of Macon County, one can compare these projections against the Sales Management estimates of total retail sales in the county in 1972 (used because the above projections are given in 1972 dollars). The 1974 expenditure

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<sup>2/</sup> U. S. Travel Data Center, Washington, D. C., 1972. The study is based on the 1972 National Travel Survey by the U. S. Census Bureau.

<sup>3/</sup> Adjustments factors: 60% of total visitors assumed to be with school field trips in 1974 through 1977, 50% in 1978, and 40% in 1980.

Table 7

ESTIMATED AVERAGE TOURIST EXPENDITURES<sup>1/</sup>

<u>Item</u>	<u>Daily Expenditures per Person</u>
Transportation	\$ 4.16
Lodging	1.40
Food, including grocery purchases	2.37
Entertainment	.91
Gifts	.12
Incidentals	2.60
Total	<u>\$11.56</u>

<sup>1/</sup> The transportation expenditure figure was adjusted to eliminate the effect of air travel, since those tickets would not be purchased locally by visitors.

Source: U. S. Travel Data Center, National Travel Expenditure Study, Washington, D. C., 1972.

Table 8

PROJECTED EXPENDITURES BY TOURISTS, 1974-1980  
(in 1972 dollars)

	<u>1974</u>	<u>1975-77</u>	<u>Low Projection</u>	
			<u>1978</u>	<u>1980</u>
Transportation	\$ 54,900	\$ 58,700	\$ 85,200	\$112,700
Lodging	18,500	19,700	28,700	37,900
Food	31,300	33,400	48,600	64,200
Entertainment	12,000	12,800	18,700	24,700
Gifts	1,600	1,700	2,500	3,300
Incidentals	34,300	36,700	53,300	70,500
Total	<u>\$152,600</u>	<u>\$163,000</u>	<u>\$237,000</u>	<u>\$313,300</u>
			<u>High Projection</u>	
Transportation	\$ 54,900	\$ 63,300	\$130,600	\$193,900
Lodging	18,500	21,300	44,000	65,200
Food	31,300	36,000	74,400	110,400
Entertainment	12,000	13,800	28,600	42,400
Gifts	1,600	1,800	3,800	5,600
Incidentals	34,300	39,500	81,600	121,200
Total	<u>\$152,600</u>	<u>\$175,700</u>	<u>\$363,000</u>	<u>\$538,700</u>

estimate, less lodging expenditures,<sup>4/</sup> represents but 0.8% of 1972 retail sales in the county. The 1978 high projection of \$345,000 (again less lodging) represents but 1.3% of the 1972 county retail sales figure.

Because the influx of visitors to Tuskegee is not constant over the 12 months, these projections must be adjusted for monthly variations. For example, breaking out the estimated lodging figures for 1978 by months indicates that in the nonpeak months only 90 to 140 rooms would be needed. Although such calculations would suggest that under the low projection as many as 240 rooms might be needed during the peak month of 1978, it would not be prudent to add more than 100 or 110 rooms to the present total of 100 (assuming that present motel rooms are running near 100% occupancy by 1978) because to do otherwise would lead to a disastrously low annual occupancy rate. Similarly, under the high projection, the peak anticipated would amount to 370 rooms, but the prudent addition (given a near 100% occupancy rate prior to the addition) would lie in the 150-160 range.

These same seasonal cycles will occur with all other visitor expenditures. Therefore, any expansions or new construction must be scaled closer to the low of the cycle than to the three-month peak which occurs over the summer.

These estimates are based on a number of assumptions (due to the lack of better knowledge concerning the present market in Tuskegee), but they give some indication of the magnitude of retail sales and service receipts which could result from establishment of the National Historic Site. It is difficult to estimate what additional facilities might be needed without a knowledge of how close to capacity the existing stores and service facilities are running.

It is obvious, however, that additional eating and lodging places will be required at some future date, along with additional service station facilities. The incidental expenditure includes all retail trade purchases other than gifts, gas and auto items, food and groceries, and all other services except auto repairs and lodging. Because the incidental figure includes so many categories of retail and service establishments, it is difficult to project the need for other types of facilities.

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<sup>4/</sup> Lodging expenditures are excluded here because they are not included in the Sales Management figures.

## IMPLEMENTATION AND RECOMMENDATIONS

The proposal by the municipal government of Tuskegee to create a National Cultural Center has potential for generating some revenue for the city and its commercial element. The success of such an approach requires that all the institutions, separate groups, and agencies work together and all segments of the community cooperate in a systematic development plan.

The condition of the national economy may delay or prevent the development of certain aspects. However, the planning and establishment of a vehicle for implementing the project should be undertaken now, so that as economic conditions become more favorable, a basis will already be laid for developing the project.

### Financial Support

Prior to the economic recession, it appeared that financial resources for a project of this nature and magnitude would be accessible. At this time, funds may be difficult to obtain, but both public and private sources should be contacted and early exploration initiated for possible support. Government funds will be limited because of previous commitments to various programs, some cutbacks, and the priority given to energy conservation. Foundation funds are also likely to be restricted. The seeker of project money must develop an appeal which combines proposed programs that will be of benefit to the community and of interest to the potential sponsor.

The need to provide additional employment for residents in the area, together with efforts being made by the Bicentennial Committee, are points to be emphasized. Perhaps an approach can be created which will enable a private foundation to build upon, or to become involved in, the development of the project.

Listed below are governmental programs and private foundations which are potential sources of financial support. The resources of these agencies have not been thoroughly investigated, but in the past they have supported programs and provided financial assistance for the development of communities and projects of this nature. In-depth descriptions of governmental and foundation resources are found in Appendix 2.

### Government Resources (Federal).

#### Department of Agriculture - Farmers Home Administration

1. Water and Waste Disposal Systems for Rural Communities
2. Community Facilities Loans

#### Department of Commerce - Economic Development Administration

1. Economic Development - Grants and Loans for Public Works and Development Facilities
2. Economic Development - Technical Assistance
3. Economic Development - Public Works Impact Projects



General Services Administration

1. National Historical Publications Grants

Department of the Interior - National Park Service (No direct financing to local areas)

1. Historic American Buildings Survey
2. Historic Preservation
3. Archeological Investigations and Salvage
4. National Registry of Natural Landmarks
5. National Historic Landmark

Foundation Resources. The private foundations listed in Table 9 have supported projects of a similar nature and should be contacted to determine their interest.

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Table 9

FOUNDATION ACTIVITIES BY FIELDS OF INTEREST

Building Funds

Kresge Foundation

Community Service and Affairs

Burroughs Foundation  
Citizens' Research Foundation  
Henry Luce Foundation  
Andrew W. Mellon Foundation  
Norman Foundation  
Stern Fund  
Western Electric Fund  
Westinghouse Electric Fund  
John Hay Whitney Foundation

Cultural and Race Relations Programs

Magnavox Foundation  
New World Foundation  
Tudor Foundation  
Zale Foundation

Educational Programs

Alcoa Foundation  
General Foods Fund  
Gulf Oil Corporation Foundation  
Taconic Foundation

Historic Preservation

Eva Gebhard-Gourgaud Foundation  
Jackson Hole Preserve  
L.A.W. Fund

Indian Culture

Charles E. Culpeper Foundation  
William H. Donner Foundation  
Thomas Gilcrease Foundation

Multipurpose

Ford Foundation  
International Paper Company  
Foundation  
W. K. Kellogg Foundation  
Charles F. Kettering Foundation  
New York Foundation  
Rockefeller Brothers Fund  
Rockefeller Family Fund  
Rockefeller Foundation  
Russell Sage Foundation

## Plan of Development

If the preliminary concept for the proposed project is accepted, a detailed plan of implementation should be constructed, discussed, and agreed upon. The plan should adopt the principal focus suggested in this study.

Secondly, the city must develop a vehicle for implementation. This should be the Economic Development Department of the city, an independent group or commission, or the Bicentennial Committee. The Bicentennial Committee could serve as the central focus, but without a staff, it would not be able to execute details.

Staff will be necessary because, in the initial stages, full-time effort will be required for both the plan implementation and the search for financial support. Citizen members should serve as an advisory board, but the work will have to be performed by staff personnel.

The most logical approach would be for the present staff of the Economic Development Department to handle the task until funds are obtained and a full-time staff employed. Concurrently, community support should be promoted or obtained from the Institute, the business community, and the residents of Tuskegee.

The first step implies a request for planning, development, and technical assistance funds. Once obtained, the following steps should be initiated:

1. Plan the elements of, locate a site for, and initiate construction of a visitors' center. This would house a museum, information on tours, and eventually a diorama of the area.
2. Identify, label, and restore (where needed) antebellum homes.
3. Remodel and modernize the central business district.
4. Repair and upgrade infrastructure facilities.

Obtaining long-range development funds is another important step and efforts to seek funds should be mounted. This will be a major task to be undertaken by civic leaders. Every effort should be made to involve national groups, which can generate enthusiasm as well as publicity to attract tourists when the center is opened.

Promotional aspects of the project will be as important as identifying funding sources and obtaining working capital. More detailed approaches will be required than can be covered in this report; however, efforts should be initiated now. Contact should be established with the Martin Luther King Center to discuss the possibility of creating a tourist package with the King Center and the Tuskegee Center as the central attractions. The two centers are related in that one deals with present-day problems of social change and the other deals with the evolution of past efforts to alleviate problems of blacks. Since Atlanta is a central point of visitation and conferences, traveling to Tuskegee by bus or plane can be an added activity for persons visiting Atlanta.

Merits of a tour package have been discussed with the vacation sales manager of Delta Air Lines, who feels that it has possibilities. This airline could assist with the development of the content and the concept, but actual packaging of the tour will have to be done by a travel agency. The travel agency should have locations in Atlanta and Tuskegee or Montgomery.

It may be worthwhile to attempt to have the major record companies promote the project by having artists perform benefit shows around the country for the development of the project. This could generate public interest as well as financial support.

Central to any promotional effort is the production of a first-class brochure in sufficient quantity to guarantee wide distribution. Such a promotional piece should be aimed exclusively at the tourist market, describing and depicting various structures and sites which would be of interest to the traveler.

One of the more desirable methods for generating publicity in circles beyond the community highlighting the existence of the National Cultural Center is to focus upon a pageant or community historical display. Other approaches might include special anniversary or historical events, any of which would serve to create publicity as well as to attract visitors who might otherwise be unaware of the Center.

#### Antebellum Restoration

The antebellum buildings and residences, as they presently stand, do not constitute an item of interest to other than those visitors having an extreme interest in historical architecture. To enhance their appeal, several steps should be undertaken regarding this area and its structures.

(1) A historic district should be established with appropriate zoning and building codes to ensure that existing original exteriors are not changed and that those which have been corrupted in past remodelings are renewed in an authentic style, as additional work is performed.

(2) While most of the antebellum homes appear to be in relatively good condition on the outside, restoration should be undertaken on the Torrance, Thompson, and Drakeford houses and the city-owned Lamar and Abercrombie houses.

(3) A tour brochure should be developed and printed for the use of visitors to the city. The brochure should describe both a short walking tour in and near the central business district and a complete driving tour of Tuskegee.

(4) Markers or plaques which can readily be seen from the street should be placed at each structure, giving the date and other pertinent information concerning each building.

(5) One or two tours or pilgrimages of homes should be held annually, <sup>1/</sup> with the interiors of a number of these homes open to the public for a fee.

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<sup>1/</sup> A number of communities in Alabama already have such tours once or twice a year. These include Mobile, Eufaula, Birmingham, Lowndesboro, Montgomery, Decatur, and Tuscaloosa.

The prime value of these tours to the communities is the publicity, since tours held in the smaller communities generally last but one weekend.

(6) Consideration should be given to the restoration of the existing antebellum structures on the square and to the remodeling of the other business buildings in the area to recreate an atmosphere of the 1840's and 1850's.

(7) At least one antebellum home should be restored, furnished, and opened to the public. Ideally, this should be located close to the central business district. (The Thompson house might be the logical choice, if it could be obtained.) However, such a restoration probably could be done only by a nonprofit foundation, with considerable funds coming from donors; such ventures rarely can be operated on a self-sustaining basis.

(8) Restoration of one house as a museum should be explored. (The Torrance home, which is unusual because the slave cabins and other plantation outbuildings are still present, is a possibility; the house itself, although in need of maintenance, has been virtually unchanged over the years.) The restoration of such a plantation as a museum would create a strong tourist attraction, but as with the antebellum home restoration above, this would have to be done on a nonprofit basis with foundation or other contributed funds.

#### Downtown Improvements

To successfully redevelop Tuskegee's downtown area, making it both a pleasant and convenient place to shop, several actions will be required.

(1) Develop and execute a downtown redevelopment plan including, but not limited to, rerouting of through traffic around the central area; landscaping improvements; uniformity of store name signs through sign control; store renovation inside and out; and development of off-street parking.

(2) Undertake a detailed study determining customer attitudes about merchandising practices, the downtown area, and where customers shop for which goods and services.

(3) Initiate a study of the downtown to determine how the area actually functions economically and its future potential.

Other actions which might be undertaken to improve downtown are:

(4) Inaugurate a Tuskegee Institute Appreciation Day with all local merchants joining together in a united sales day. (This could be the beginning of an annual sales event to bring merchants, community, faculty, and students together.)

(5) Develop a commuter service program between the central business district and the National Historic Site. Under this proposal, the city would develop off-street parking in the downtown area and provide shuttle bus service

between downtown and Tuskegee Institute's National Historic Site.<sup>2/</sup> The bus could stop at various antebellum mansions and other historic sites along the return route.

(6) Undertake a restudy of the existing Civic Center proposal to determine if the original concept is still feasible in light of the National Historic Site and proposed National Cultural Center. A Civic Center located near downtown also would act as a traffic generator, bringing potential shoppers into Tuskegee's central area.

(7) Develop an architectural design committee of leaders from both Tuskegee Institute and the city to review jointly plans for municipal development, particularly development of the Civic Center, downtown, and preservation of historic areas.

#### Infrastructure Improvements

The evaluation of Tuskegee's infrastructure will be of little value if it fails to suggest possible means of implementing future improvements. Since implementation is an ongoing process, it involves more than just finding the necessary funding to carry out projects. It also implies developing and perfecting the tools needed to preserve and protect improvements once they are completed.

Various actions taken by Tuskegee's governmental leadership indicate that this process of building and maintaining a quality community infrastructure and environment is under way. Existing water system improvements, planning and development of improved waste water treatment and sewage collection, development of an industrial park and sanitary landfill, and updating of previous planning studies involving land use and transportation all reflect a city government that is committed to build an improved community.

Several tools can be employed by the community to keep its growth and development at a standard which reflects a high degree of community pride. These implementation elements are not all-encompassing, since they exclude other tools such as urban renewal, code enforcement, and various federal assistance programs. They are emphasized here, however, because they directly are concerned with guiding future development toward a high level of quality and maintaining it at that level over the years.

Zoning. The city has had a zoning ordinance in force, as a means of land use control, for some years. The ordinance provides adequate protection for residential and industrial development. However, it permits residential development in some types of commercial zones, primarily B-1,

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<sup>2/</sup> This parking probably will be needed if National Park Service visitor estimates are correct. The NPS estimates the vehicular parking capacity at the National Historic Site will be 80,000 visitor arrivals annually. By 1985, the NPS estimates this capacity will have been passed, so that parking facilities at the site no longer will be able to handle the load. The NPS report states, "... in order for visitors to enjoy their walking tour of the campus they should be able to not only forget about their cars, but cars in general." Source: "Tuskegee Institute National Historic Site, Alabama, Visitor Use Estimates and Projections (preliminary)," 1974.

General Business. This practice should be reevaluated, since it could encourage urban blight in future years.

In light of the city's desire to preserve and promote its historical heritage, especially its antebellum homes and commercial structures, there appears to be an immediate need for some provision within the zoning ordinance for historic preservation, including development of a historic district. These actions will have to be coordinated with state law, the Alabama Historical Society, and local historical groups.

Visual inspection of the city indicates there may be a problem in spot zoning resulting from improper zoning ordinance enforcement. In several areas it appears that small commercial establishments are invading residential areas. There also appears to be a problem with strip commercial development along some major thoroughfares, especially along Montgomery Road near Tuskegee Institute. Left unchecked, it could be harmful to the area's character by creating an unsuitable environment for the future development of the National Historic Site.

Subdivision Regulations. These regulations ensure a quality type of subdivision development whenever a developer adds a new section to the city's physical form. In conjunction with the community's zoning ordinance, subdivision regulations help guarantee that the new subdivision will be a visual asset while assuring that both home buyers and the city do not have to provide streets and other improvements after the developer has departed.

Discussions with city officials indicated that Tuskegee regulates subdivision developments; however, the study team was unable to obtain a copy of such regulations for review and evaluation. If existing regulations do not provide adequate protection, they should be altered to provide it.

Capital Improvements Program and Budget. Proposed improvements require careful evaluation as to their relative importance in Tuskegee's overall development, with careful cost estimates, to provide a basis for priority and scheduling of projects.

The capital improvements program is a storehouse of projects, with a target year for construction or development of each project. If the community already has a capital program and budget procedure, it will need to incorporate new projects related to the National Cultural Center into its structure. (The city can enlist the aid of the South Central Alabama Development Commission staff to supplement its own planning staff, in order to establish a capital program and budgeting procedure.)

Joint Planning and Review Committee. A joint committee to review plans and proposals involved in developing Tuskegee's heritage center has been recommended, consisting of city government officials, Tuskegee Institute representatives, and other individuals concerned with developing and preserving heritage objects. Since the Institute and the city have a common interest in creating and preserving the area's environmental quality, this committee would provide a forum for a continuing exchange of views and ideas on the community's development.

Highways. The existing interstate highway system fails to provide Tuskegee and the motoring public with needed guidance to the city and the Institute. No sign appears until one reaches the Alabama 81 interchange. Local thoroughfares need improving, especially access to downtown and a crosstown bypass of the central area.

Sewers. Tuskegee's sewage treatment facilities and sewage collection system require considerable improvement. Some improvements are already under way, notably contracts and plans for two new treatment plants.

Storm sewer improvements are needed in various sections of town, especially in the downtown area. To date, few storm sewer improvements have been made because of their high cost and because some work must await re-development of some areas.

Water. The community's water treatment plant and water source system appear to be adequate or better, in terms of their capability to serve present and future populations. The city water system, however, needs replacement of some existing four-inch lines with six-inch or larger diameter lines in order to provide better fire protection and water service.

#### Institute and City Relationships

Until quite recently, the only interaction between the Institute and the city was through services which the Institute purchased from the city such as refuse collection and street maintenance. A change in city's political leadership in 1972 led to efforts by the city administration to establish lines of communication with the Institute and to involve the Institute in municipal affairs. One result was the joint effort to establish a National Cultural Center with Tuskegee Institute as the central focus. Interviews with the president and other administrators of Tuskegee Institute revealed a willingness to cooperate with the city in improving communications and in achieving greater involvement in city affairs.

The interviews indicated that there was some misunderstanding regarding the National Cultural Center concept. This communications gap basically derived from the degree, the role and the areas of responsibility that the Institute would play in the development of the project. At that stage, neither the Institute nor the city administration were certain that the concept was feasible, the status of the National Historical Site proposal was unresolved and the city administration had just received funding to evaluate the project.

Execution of the project to establish a National Cultural Center will require close liaison and interaction on the part of the city administration, the Institute and the community at large. It will enable these elements to plan the stages of the project, to designate responsibility for various phases and to involve broad segments of Tuskegee citizens.

In addition to its role of designating responsibilities, whatever type of task force is created, this activity can serve to inform all groups of the progress of the project and insure that all administrative obstacles involving the city and the Institute are kept to a minimum. Further, such a task force could identify what resources each entity can effectively contribute toward the overall development of the project.

Tuskegee Institute has a history of student involvement in its development. Students have contributed to the design and construction of many buildings on the campus. This attitude can be utilized in the efforts to renovate antebellum homes. The Institute's students could produce renderings outlining the guided tour, and landscaping around various public buildings included in the Cultural Center. Class credits could be given for student work, or students could be employed as interns on such projects. This activity would provide actual experience for the students, as well as furnishing manpower with which to accomplish the project. The School of Engineering and Departments of Architecture and Business are the most likely units to participate in this activity.

Design and production of a pageant to depict the cultural heritage and historical events occurring in the area is a project that Tuskegee Institute faculty and students might undertake. The Institute's Division of Black Studies, with the assistance of drama professionals, could produce such a pageant for annual production. Some attention might be given to a process for moving visitors from the campus to the other attractions in the city.

The city administration should take the lead in matters that deal with city ordinances, such as the location and display of signs and street improvements. It should include encouragement of the business community to become involved in renovating store fronts to reflect the theme which the Cultural Center will denote. Designation of tour routes and location of facilities within the city must also be the primary responsibility of the city, since it has the resources and legal authority to perform in this area. Key staff to implement the plans and phases of the project should come from the city, with volunteer assistance from the community and the Institute.

Public relations for the initiation of the project could be shared jointly by the city and the Institute. One aspect of such publicity could emphasize the history and position of Tuskegee Institute. Another approach, on the part of the city, would be to emphasize the community's history, the unity of various elements and the role that the Institute has played in the development of the community.

Another approach to gain greater interaction would be the establishment of a mayor's internship program for Tuskegee Institute students, utilizing government funds to provide work projects for students to learn about the city's operation. In this manner, the community could draw upon those graduates who would remain in the area and eventually enhance the community's leadership.



## APPENDICES

Appendix 1  
ANTEBELLUM HOMES IN TUSKEGEE, ALABAMA

Old Montgomery Road

1. "Grey Columns," William Varner Home - Built in 1856 and known as Alexander home.
2. Judge William Varner Home - Built before 1860 by Walter Echols; bought by Dr. Mitchell, then Dowdell, then Varner.

Church Street

3. Bascom Home - Built 1850 or before; bought by Wiley Harris.
4. Ligon Home - Home of R. F. Ligon (he became Lieutenant Governor of Alabama).

North Elm Street

5. Wright Home - Now owned by Cecil Wright; built before 1860, has been remodeled several times. Once home of Judge Stanton (probate judge).
6. Garys Home - Owned by Judge Hornsby.
7. Williams Home - Built by father of Dr. George F. Price long before Civil War.

South Elm Street

8. Torpley Home - Two-story, cut down and moved to make room for gas station, built in 1830.
9. House to rear of City Bank - Built by a Dr. Griggs before 1860.
10. Bledsoe Home - Owned by William Hare in 1840; became property of A.C.F. College and called "The Annex."

Wright Street

11. Home to side of Magnolia Manor - Built by William Mason, owned by Mrs. Annie Abercrombia Reed. Then owned by Dave Segrest, Mrs. Ruth Thomas, and Mrs. Peterson.

Water Street

12. House to right at entrance of Veterans Hospital Road, called Gibson home. Housed many families, Bartons, Oswalts, Hales (once Mayor of Tuskegee).

North Main

13. Wadsworth Home - Was the residence of Probate Judge Nehemiah Harris. A daughter, Bessie Wadsworth, became owner and home passed to her son Frank; built before 1860.

North Main (continued)

14. Curtwright Home - Corner of Montgomery Road and North Main. Originally home of Mrs. Burr Johnston; 1950-1860.
15. Home on north side American filling station on North Main; occupied now by Webb sisters; built and occupied by Judge Tarpley Mennefee.
16. Thompson Home - Next to Presbyterian Church, erected by Judge Tate; used as hotel and run by Mrs. Robert Adams; bought by a Mr. Swanson, then in 1890 by William Thompson. In 1898, President McKinley spoke from front porch.
17. Wheat Home - Across from Baptist Church; one of early homes, built by James Drakeford. Passed through many hands.

South Main

18. Laslie Home - Built between 1860-1871 by a Mr. Daniel and owned by the father of Col. Wilbur Foster. William Edmund next owned it, then P. S. Lockard, later Judge Cobb, and R. H. Powell.
19. Gautier Home - Owned by Sheriff Amerson; built by Dr. W. J. Gautier, father of Miss Sue Gautier.
20. Lipscombe Home - "Bo" Howe home; owned by Dr. A. A. Lipscombe (first president of A.F.C.); then William Martin, C. R. Howard (grandfather Hardin Howard), Col. W. B. Bowen, and P. S. Lockard.
21. Paine Home - Beulah Newton and then Capt. S. B. Paine (son died in Civil War).
22. Pettyjohn House - Originally home of A. W. S. Jackson, grandson of Governor George Crawford of Georgia, grandfather of W. A. Campbell; then bought by Dr. Joe Bardelekn; Lightfoots, Gentrys, Woodward.
23. Rogers Home - Owned now by Mrs. John Slaton, Sr.; really the Sayre home, owned by Mrs. Daniel Sayre. F. Scott Fitzgerald married Zelda Sayre (a great granddaughter of the Daniel Sayres). Mrs. Sayre had a school here.
24. Lamar Home - Owned by a Dr. Vason; then by James Abercrombie (father of Judge Milo Abercrombie), G. Y. Lamar, and Marie Curtis (daughter of G. Y.).
25. Allen Home - Owned first by Rev. Lewis Dowdell and then by Dr. W. E. Rush.
26. Slaton Home - Owned by Judge Macon, then Gen. E. M. Law, C. Fonville, Emanuel Hoffman, C. W. Thompson, Judge H. Merritt, John Watson, and W. J. Brantley.
27. Vaughan Home - (Torrance) owned by a Mr. Isbell; bought by W. C. Torrance (has been owned by many people).

#### Old Columbus Road

28. Whatley House - Built by Judge Lewis Alexander, bought by Judge W. H. Hurt. Old Spanish style.
29. Dick Home - Owned by John Wimberly and has passed through many hands.

#### Laslie Street

30. Graves House - Back of Tuskegee High School ballfield; owned by Gen. Graves, then became school of his son-in-law, Prof. T. J. Threadgill.

#### South Maple Street

31. Carr House - Moved from the center of lot in front of it on Main Street. Early home of a Dr. Jones.
32. Edwards Home - Owned by H. H. McQueen, William Varner, W. Y. Howard, Peter Preer, and C. B. Edwards.
33. Fillingin House - M. S. Stevens' home and then Worrell-Fillingin.

#### East Northside

34. Wood Home - Corner of Northside and Maple. Frederick Bridgman, born here; now owned by Mrs. Emily Wood B. Forman.
35. Cox Home - (Corner - now owned by a Mr. Raines); James Fergerson, Governor of Texas, supposed to have been born here.
36. Dr. Hester's Office - Patterson home, previously owned by Rev. B. B. Ross and J. J. Patterson.
37. Magruder Home - Now owned by Model Cities; Col. R. H. Abercrombie (lawyer), rented by many for years, then Dr. W. P. Magruder. It was made into a hospital (1924) and Mrs. J. R. Campbell converted it into apartments.
38. "Kate Lamar" House (at end of street) - Built in 1840's. Mrs. Caroline Lee Hentz and husband had school for young ladies in 1840's. Then Peter McKenzie bought home, followed by A. S. Lamar, T. O. Lamar, and his sister Kate.
39. Annette Howard House - Built before 1840's; remodeled many times. Major James Smith an early owner, James Alexander lived there in 1840's, then William Magruder.

#### Stevens Street

40. Green House - Owned by T. B. Dryer and then J. W. Green.
41. Stevens House - Mrs. Bailey, mother of Mrs. J. R. Park, then Prof. J. F. Park (had a boys' school near here), and then Prof. W. D. Fonville.

Gautier Street

42. Henry Neill Segrest Home - Owned by Dr. Bartlett (music teacher in F.F.C.), A. H. Hearn (father of Gen. Tom Hearn, U. S. Army), E. R. Alexander bought, and then Henry Neill Segrest.
43. Hostetter House - Judge A. B. Fannin, then W. C. Hearn, and then Tatum Davis.

Source: "Plan of Historic Preservation for the City of Tuskegee, with Special Emphasis on Tuskegee Institute," Alabama Historical Commission and Tuskegee Institute, undated.

## Appendix 2

### GOVERNMENTAL AND FOUNDATION RESOURCES

#### Government Resources (Federal)

##### Department of Agriculture

1. Program Title: Water and Waste Disposal Systems for Rural Communities  
Administering Agency: Farmers Home Administration  
Objectives: To provide basic human amenities, alleviate health hazards, and promote the orderly growth of the rural areas of the nation by meeting the need for new and improved rural water and waste disposal systems
2. Program Title: Community Facilities Loans  
Administering Agency: Farmers Home Administration  
Objectives: To construct, enlarge, extend, or otherwise improve community facilities providing essential services to rural residents

##### Department of Commerce

1. Program Title: Economic Development - Grants and Loans for Public Works and Development Facilities  
Administering Agency: Economic Development Administration  
Objectives: To assist in the construction of public facilities needed to initiate and encourage long-term economic growth in designated geographic areas where economic growth is lagging behind the rest of the nation
2. Program Title: Economic Development - Technical Assistance  
Administering Agency: Economic Development Administration  
Objectives: To solve problems of economic growth in EDA-designated geographic areas and other areas of substantial need . . .
3. Program Title: Economic Development - Public Works Impact Projects  
Administering Agency: Economic Development Administration  
Objectives: To provide immediate useful work to unemployed and underemployed persons in designated project areas

##### General Services Administration

1. Program Title: National Historical Publications Grants  
Administering Agency: General Services Administration  
Objectives: To carry out the national historical documents program, which will help preserve important historical documents (educational and other nonprofit organizations such as Tuskegee Institute)

##### Department of the Interior

The following five programs relate to the proposed program, but provide no direct financing to local areas, except possibly through state authorized

agencies. Contact should be made, however, to determine what assistance and support can be obtained.

1. Program Title: Historic American Buildings Survey  
Administering Agency: National Park Service  
Objectives: To assemble a national archives of historic architecture and assist cooperating public and private organizations in documenting structures of historical and architectural merit
2. Program Title: Historic Preservation  
Administering Agency: National Park Service  
Objectives: To prepare comprehensive statewide historic surveys and plans to preserve . . . districts, sites, buildings, structures, and objects significant in American history, architecture, archeology, and culture; to assist historic preservation projects in the public and private sectors . . .
3. Program Title: Archeological Investigations and Salvage  
Administering Agency: National Park Service  
Objectives: To investigate and salvage historic, archeological, and paleontological remains threatened by destruction because of federally financed or licensed water resource developments
4. Program Title: National Registry of Natural Landmarks  
Administering Agency: National Park Service  
Objectives: To establish an inventory of the nationally significant natural properties . . . and to encourage their continued preservation
5. Program Title: National Historic Landmark  
Administering Agency: National Park Service  
Objectives: To study, identify, recognize honorifically, and encourage preservation of nationally significant historic properties . . . and to make these findings available to the public in published form

#### Foundation Resources

Alcoa Foundation  
Alcoa Building  
Pittsburgh, Pennsylvania 15219  
(Fiscal year ends December 31)

Burroughs Foundation  
6071 Second Avenue  
Detroit Michigan 48232  
(Fiscal year ends December 31)

Citizens' Research Foundation, The  
245 Nassau Street  
Princeton, New Jersey 08540  
(Fiscal year ends June 30)  
(Could be used for fund raising)

Culpeper (Charles E.) Foundation,  
Inc.  
866 United Nations Plaza, Room 408  
New York, New York 10017  
(Fiscal year ends December 31)  
(American Indian interest)

Donner (The William H.) Foundation,  
Inc.  
60 East 42nd Street  
New York, New York 10017  
(Fiscal year ends October 31)  
(American Indian interest)

Ford Foundation, The  
320 East 43rd Street  
New York, New York 10017  
(Fiscal year ends September 30)

Gebhard-Gourgaud (Eva) Foundation  
55 Liberty Street  
New York, New York 10005  
(Fiscal year ends November 30)  
(Historic preservation interest)

General Foods Fund, Inc., The  
250 Park Avenue  
New York, New York 10017  
(Fiscal year ends December 31)

Gilcrease (Thomas) Foundation  
2591 West Newton Street  
Tulsa, Oklahoma 74127

Gulf Oil Corporation Foundation  
Gulf Building  
Pittsburgh, Pennsylvania 15219  
(Fiscal year ends December 31)

International Paper Company  
Foundation  
220 East 42nd Street  
New York, New York 10017  
(Fiscal year ends December 31)

Jackson Hole Preserve, Inc.  
30 Rockefeller Plaza, Room 5425  
New York, New York 10020  
(Fiscal year ends December 31)  
(Interest in preserving natural  
landscape)

Kellogg (W. K.) Foundation  
400 North Avenue  
Battle Creek, Michigan 49016  
(Fiscal year ends August 31)

Kettering (Charles F.) Foundation  
5335 Far Hills Avenue, Suite 300  
Dayton, Ohio 45429  
(Fiscal year ends August 31)

Kresge Foundation, The  
1500 North Woodward Avenue  
Birmingham, Michigan 48011  
(Fiscal year ends December 31)

L. A. W. Fund, Inc.  
Byram Lake Road  
Mount Kisco, New York 10549  
(Fiscal year ends December 31)  
(Preserving and maintaining his-  
toric places)

Luce (The Henry) Foundation, Inc.  
111 West 50th Street  
New York, New York 10020  
(Fiscal year ends December 31)  
(Public project interest)

Magnavox Foundation, Inc., The  
345 Park Avenue  
New York, New York 10022  
(Fiscal year ends December 31)

Mellon (The Andrew W.) Foundation  
140 East 62nd Street  
New York, New York 10021  
(Fiscal year ends December 31)

New World Foundation, The  
100 East 85th Street  
New York, New York 10028  
(No grants in excess of \$25,000)

New York Foundation  
4 West 58th Street  
New York, New York 10019  
(Fiscal year ends December 31)

Norman Foundation, Inc.  
575 Madison Avenue  
New York, New York 10022  
(Fiscal year ends December 31)

Rockefeller Brothers Fund  
30 Rockefeller Plaza  
New York, New York 10020  
(Fiscal year ends December 31)

Rockefeller Family Fund, Inc.  
49 West 49th Street  
New York, New York 10020  
(Fiscal year ends December 31)



Rockefeller Foundation, The  
111 West 50th Street  
New York, New York 10020  
(Fiscal year ends December 31)

Sage (Russell) Foundation  
230 Park Avenue  
New York, New York 10017  
(Fiscal year ends September 30)

Stern Fund  
21 East 40th Street  
New York, New York 10016  
(Fiscal year ends December 31)

Taconic Foundation, Inc.  
745 Fifth Avenue, Suite 1111  
New York, New York 10022  
(Fiscal year ends December 31)

Tudor Foundation, Inc.  
551 Fifth Avenue  
New York, New York 10017  
(Fiscal year ends March 31)  
(Understanding of people)

Western Electric Fund  
195 Broadway  
New York, New York 10007  
(Fiscal year ends November 30)

Westinghouse Electric Fund  
Westinghouse Building  
Gateway Center  
Pittsburgh, Pennsylvania 15222  
(Fiscal year ends December 31)

Whitney (John Hay) Foundation  
110 West 51st Street, Room 4600  
New York, New York 10020  
(Fiscal year ends June 30)

Zale Foundation, The  
3000 Diamond Park  
Dallas, Texas 75247  
(Fiscal year ends December 31)